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The Effect of Supervision and Work Discipline on Employee Performance at CV. Naufal Jaya Putra

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Abstract

This study aims to analyse the effect of Supervision and Work Discipline on Employee Performance at CV: Naufal Jaya Putra, a company engaged in sugarcane harvesting and transportation services. The research addresses the organisation's challenges, including insufficient supervision and lack of work discipline, which affect employee productivity and efficiency. A quantitative research method was employed, with data collected from 65 respondents selected through random sampling from a population of 163 employees. Data analysis using multiple linear regression revealed that Supervision and Work Discipline significantly influence Employee Performance. These two variables explain 73.8% of the variation in Employee Performance, as indicated by an Adjusted R-squared value of 0.738. In contrast, the remaining 26.2% is influenced by unexamined factors such as motivation and work environment. The findings underscore the critical role of adequate supervision and disciplined work behaviour in enhancing employee performance and operational success. This research provides valuable insights for improving management strategies to achieve organisational outcomes.

Keywords: Supervision, Work Discipline, Employee Performance, Human Resource Management, Productivity, Quantitative Analysis, CV. Naufal Jaya Putra

INTRODUCTION

The swift advancement of the business sector necessitates that companies manage their human resources (HR) efficiently to fulfil organisational objectives. HR is pivotal in determining the success of organisations, regardless of their size. As the

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competitive landscape and business complexity intensify, organisations must prioritise improving employee performance to sustain their competitiveness.

Performance management is a vital component of achieving these goals. It aligns organisational, team, and individual objectives while fostering a productive and effective work environment. Two critical factors in performance management are supervision and work discipline, which directly impact employees' ability to complete tasks on time and meet organisational standards.

At CV, Naufal Jaya Putra specialises in sugarcane harvesting and transportation for PT Gunung Madu Plantation. Challenges in supervision and work discipline have been observed. These challenges include inefficient task execution and a lack of adherence to established procedures, negatively affecting employee performance and operational outcomes.

Adequate supervision ensures that tasks are completed according to plan and identifies areas for improvement. At the same time, work discipline fosters a sense of responsibility and commitment among employees; however, there are gaps in these CV areas. Naufal Jaya Putra has led to inconsistent performance levels, necessitating further investigation into their impact on employee outcomes.

This study explores the relationship between supervision, work discipline, and employee performance. The research aims to offer practical insights for enhancing CV Naufal Jaya Putra's management practices by identifying critical factors that impact performance, ultimately contributing to increased productivity and competitiveness in the agricultural sector.

Research Question

1. Does supervision affect the performance of a CV? Naufal Jaya Putra workers?
2. Does work discipline affect the performance of a CV? Naufal Jaya Putra workers?
3. Does supervision and work discipline affect the performance of a CV? Naufal Jaya Putra workers?

RESEARCH PURPOSES

This study examines the influence of supervision on employee performance at CV Naufal Jaya Putra. The primary objective is to analyse how the quality and extent of supervision impact overall employee performance within the organisation. By understanding this relationship, the research seeks to highlight the role of adequate supervision in boosting productivity and ensuring employees align with organisational

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goals. Furthermore, the study aims to identify key supervisory practices that can be improved to maximise employee output and motivation.

The second objective of this research is to investigate the impact of work discipline on employee performance at CV Naufal Jaya Putra. This entails examining how adherence to rules, punctuality, and task commitment influence an employee's capacity to work efficiently and effectively. By exploring the relationship between work discipline and performance, the study aims to underscore the significance of maintaining discipline in the workplace for cultivating a productive environment and enhancing overall organisational outcomes.

Lastly, this study evaluates the combined impact of supervision and work discipline on employee performance at CV Naufal Jaya Putra. By analysing the interplay between these factors, the research aims to provide a holistic understanding of how managerial practices and employee behaviours collectively influence performance outcomes. The insights gained from this study are expected to assist the company in refining its management strategies, thereby improving employee engagement and boosting overall organisational performance.

LITERATURE REVIEW

Handoko (2015) states that supervision ensures that work runs according to established standards. Adequate supervision helps organisations control and enhance employee work efficiency by monitoring tasks, providing feedback, and ensuring that employees follow proper procedures. Good supervision can also improve employee motivation and reduce the likelihood of errors in work processes.

(Hasibuan, 2016) Furthermore, work discipline represents an individual's adherence to organisational rules and norms to improve productivity. A high work discipline ensures that employees complete their tasks on time, follow company policies, and maintain professional behaviour. Organisational efficiency may decline without discipline, leading to reduced performance and productivity.

(Rahmawati & Oktaviannur, 2024) Describe employee performance as the outcomes or achievements an individual attains while carrying out tasks and responsibilities associated with their role in an organisation. Similarly, Mangkunegara (2015) defines employee performance as the outcome achieved by an individual in executing assigned tasks and responsibilities. Good performance is achieved through strict supervision, effective work discipline, timely task completion, efficient resource utilisation, and quality output.

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Previous studies have also indicated high work discipline correlates with increased employee performance (Sugiyono, 2018). Supervision and discipline significantly contribute to employee job satisfaction and overall organisational success. Moreover, Hasibuan (2016) emphasises that well-structured supervision and a strong disciplinary system create a productive work environment, reducing absenteeism and enhancing workforce commitment.

Thus, this study is based on human resource management theories emphasising supervision and work discipline as key factors in enhancing employee performance. Adequate supervision ensures employees align their efforts with organisational goals, while strong work discipline fosters a responsible and motivated workforce. Integrating these two aspects is essential for improving individual and company-wide productivity.

Hypotheses

H1: Supervision has a significant positive impact on employee performance at CV Naufal Jaya Putra.

H2: Work discipline has a significant positive impact on employee performance at CV Naufal Jaya Putra.

H3: Supervision and work discipline jointly significantly positively impact employee performance at CV Naufal Jaya Putra.

RESEARCH METHOD

This research employs a descriptive and quantitative approach to analysing the impact of supervision and work discipline on employee performance at CV Naufal Jaya Putra. Sugiyono (2018) describes descriptive research as focusing on numerically illustrating phenomena without drawing comparisons or establishing relationships with other variables. This study investigates explicitly how supervision and work discipline shape employee performance at CV Naufal Jaya Putra.

Quantitative research is utilised in this study to scientifically analyse specific populations and samples, employing research instruments and statistical methods to test hypotheses (Sugiyono, 2018). The research was conducted at CV Naufal Jaya Putra, involving 163 employees, including supervisors, transport drivers, and field workers. The

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sample size was determined using the Slovin formula (Umar, 2007) with a margin of error of 10%, resulting in a sample of 65 employees. A random sampling technique was applied to ensure the sample accurately represented the workforce.

The study collected data from both primary and secondary sources. Primary data were gathered using a structured questionnaire based on a Likert scale (1–5), distributed to employees to measure supervision, work discipline, and employee performance. Secondary data, such as organisational records and performance reports, were also utilised to complement the research. The data analysis involved both descriptive and quantitative approaches. Descriptive analysis was employed to outline respondents' characteristics and perceptions of the research variables. In contrast, quantitative analysis was conducted using Multiple Linear Regression (MLR) with SPSS version 26 to examine the relationships between supervision, work discipline, and employee performance.

The study employed various statistical tests to ensure the reliability and accuracy of the findings. Validity and reliability tests were conducted using Cronbach's alpha to verify the internal consistency of the questionnaire items. Regression analysis was utilised to assess the impact of supervision (X1) and work discipline (X2) on employee performance (Y). Hypothesis testing included t-tests to evaluate the individual effects of each variable, F-tests to analyse the combined influence of supervision and work discipline, and the coefficient of determination (R^2) to measure the extent to which these variables explain variations in employee performance. This comprehensive methodology offers valuable insights into the role of supervision and work discipline in shaping employee performance at CV Naufal Jaya Putra, providing actionable recommendations to refine management strategies and enhance productivity.

RESULTS AND DISCUSSION

Table 1. Validation Test Results For Variable X1

Variable	item	Siginificance level	R (Count)	R (Table)	Information
Supervision (X1)	X1.1	0,05	0,486	0,244	Valid
	X1.2	0,05	0,385	0,244	Valid
	X1.3	0,05	0,651	0,244	Valid
	X1.4	0,05	0,688	0,244	Valid
	X1.5	0,05	0,504	0,244	Valid
	X1.6	0,05	0,536	0,244	Valid
	X1.7	0,05	0,573	0,244	Valid
	X1.8	0,05	0,591	0,244	Valid

Source:Primary Data Processing Result SPSS version 26,2024

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Table 2. Validation Test Results For Variable X2

Variable	item	Siginificance level	R (Count)	R (Table)	Information
Work Discipline (X2)	X2.1	0,05	0,408	0,244	Valid
	X2.2	0,05	0,611	0,244	Valid
	X2.3	0,05	0,640	0,244	Valid
	X2.4	0,05	0,671	0,244	Valid
	X2.5	0,05	0,612	0,244	Valid
	X2.6	0,05	0,517	0,244	Valid
	X2.7	0,05	0,568	0,244	Valid
	X2.8	0,05	0,564	0,244	Valid

Source:Primary Data Processing Result SPSS version 26,2024

Table 3. Validation Test Result For Variable X1

Variable	item	Siginificance level	R (Count)	R (Table)	Information
Worker Performance (Y)	Y1	0,05	0,524	0,244	Valid
	Y2	0,05	0,598	0,244	Valid
	Y3	0,05	0,626	0,244	Valid
	Y4	0,05	0,608	0,244	Valid
	Y5	0,05	0,603	0,244	Valid
	Y6	0,05	0,388	0,244	Valid
	Y7	0,05	0,594	0,244	Valid
	Y8	0,05	0,497	0,244	Valid

Source:Primary Data Processing Result SPSS version 26,2024

The validity test results indicate that all variables and statement items (1–24) are valid. The R (count) values for each item exceed the R (table) value of 0.244, with significance levels below 0.05. This confirms that all items satisfy the validity criteria and can accurately measure the variables under investigation.

Table 4. Reliability Test Results

Variable	Numbr of statements	Cronbach' Alpa	Information
Supervision (X1)	8	0,640	Realibel
Work Discipline (X2)	8	0,705	Realibel
Worker Performance (Y)	8	0,675	Realibel

Source:Primary Data Processing Result SPSS version 26,2024

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The reliability test results show that all variables have a Cronbach's Alpha value greater than 0.60, indicating that they are reliable and credible. Variable X1 has the highest reliability score, at 0.705, while the lowest is 0.640. This confirms that all statement items meet the reliability criteria, allowing the study to proceed to the next phase.

Table 5. Respondent's Gender

No	Gender	Amount	Persentase
1.	Male	58	89,2
2.	Female	7	10,8
Amount		**65**	**100%**

Source: Data processed, 2024

The data indicate that the majority of respondents in this study were male. Of the 65 respondents at CV Naufal Jaya Putra, 58 were male, representing 89.2%, while seven were female, accounting for 10.8%.

Table 6. Respondent's Age

No	Age (Years)	People	Percentage %
1	21	2	3,1
2	22	0	0,0
3	23	0	0,0
4	24	0	0,0
5	25	1	1,5
6	26	1	1,5
7	27	1	1,5
8	28	5	7,7
9	29	4	6,2
10	30	1	1,5
11	31	1	1,5
12	32	5	7,7
13	33	0	0,0
14	34	1	1,5
15	35	2	3,1

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16	36	4	6,2
17	37	6	9,2
18	38	6	9,2
19	39	1	1,5
20	40	0	0,0
21	41	2	3,1
22	42	3	4,6
23	43	5	7,7
24	44	3	4,6
25	45	3	4,6
26	46	3	4,6
27	47	2	3,1
28	48	1	1,5
29	49	0	0,0
30	50	0	0,0
31	51	0	0,0
32	52	1	1,5
33	53	0	0,0
34	54	1	1,5
35	55	0	0,0
Total		**65**	**100%**

Source: Data processed, 2024

The data show that the highest response rate came from respondents aged 37 and 38, with each age group comprising six individuals, representing 9.2% of the total 65 respondents at CV. Naufal Jaya Putra

Table 7. Responders Based on Years of Service

No	Length of Service (Years)	People	Percentage %
1	1	2	3,1
2	2	4	6,2
3	3	4	6,2
4	4	4	6,2

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5	5	4	6,2
6	6	8	12,3
7	7	6	9,2
8	8	9	13,8
9	9	5	7,7
10	10	1	1,5
11	11	3	4,6
12	12	6	9,2
13	13	3	4,6
14	14	1	1,5
15	15	3	4,6
16	16	1	1,5
17	17	0	0,0
18	18	0	0,0
19	19	0	0,0
20	20	1	1,5
Total		**65**	**100%**

Source: Data processed, 2024

According to the table, the highest response rate comes from respondents with a working tenure of 9 years, comprising nine individuals or 13.8% of the total 65 respondents at CV. Naufal Jaya Putra.

Table 8. Answer Based on Last Education

No	Last Education	Person	Percentage
1	SMA	52	80
2	SLTA	13	20
Total		**65**	**100**

Source: Data processed, 2024

The table shows that the highest response rate comes from respondents with a high school education, comprising 52 individuals or 80% of the total 65 respondents at CV. Naufal Jaya Putra. Meanwhile, the lowest response rate comes from respondents with other educational backgrounds, totalling 13 individuals or 13%.

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Table 8. Multiple Linear Regression Test Results

(Constant)	4,997	2,377
x1	0,433	0,171
x2	0,433	0,161

Source: SPSS Primary Data Processing Result SPSS version 30, 2024

Employee Performance = 4.997 + 0.433(X1) + 0.433(X2) + et

Table 9. Simultaneous Regression Test (F Test)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	244,556	2	122,278	90,921	,000[b]
	Residual	83,383	62	1,345		
	Total	327,938	64			
a. Dependent Variable: y						
b. Predictors: (Constant), x2, x1						

Source: SPSS Primary Data Processing Result SPSS version 26, 2024

The F-calculated value of 90.921 exceeds the F-table value of 3.99, and the significance value of 0.000 is below 0.050. As a result, Ha is accepted, indicating that the independent variables positively and significantly impact the dependent variable. This validates the regression model and confirms that the independent variables collectively influence employee performance at CV Naufal Jaya Putra.

Table 10. Simultaneous Regression Test (T-Test)

Coefficients[a]						
Model				Standardized Coefficients	t	Sig.
				Beta		
1	(Constant)	4,997	2,377		2,102	0,040
	x1	0,433	0,171	0,426	2,525	0,014
	x2	0,433	0,161	0,464	2,691	0,009
a. Dependent Variable: y						

Source: SPSS Primary Data Processing Result SPSS version 26, 2024

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Based on the t-test results, the t-calculated values for X1 (2.525) and X2 (2.691) exceed the t-table value of 1.997, and their significance values (0.014 for X1 and 0.009 for X2) are both less than 0.05. This indicates that both independent variables significantly influence the dependent variable. As a result, Ha is accepted, and H0 is rejected, confirming that X1 (supervision) and X2 (work discipline) have a positive and significant impact on Y (employee performance) at CV Naufal Jaya Putra.

CONCLUSIONS AND SUGGESTIONS

Conclusions

The conclusions of the research are as follows:

1. Supervision significantly affects employee performance at CV. Naufal Jaya Putra.
2. Work discipline significantly affects employee performance at CV. Naufal Jaya Putra.
3. 3. supervision and work discipline significantly impact employee performance at CV. Naufal Jaya Putra.

Suggestions

Suggestions for this research are as follows:

1. CV. Naufal Jaya Putra should enhance supervision and employee discipline to maximise productivity and improve overall performance. Implementing structured monitoring systems and clear disciplinary policies will help ensure that employees work efficiently and contribute to the company's success.
2. Future researchers are encouraged to explore variables influencing employee performance, such as work motivation, job satisfaction, and leadership style, to generate more comprehensive findings and expand existing theories. Future studies are also recommended to broaden the research scope by involving different industries or organisations, allowing for comparisons that provide a deeper understanding of supervision and discipline in various work environments.

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